

The Effect of Training, Career Development to Competencies and Employee Performance (Study at PT. Semen Baturaja Indonesia)

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The Effect of Training, Career Development to Competencies and Employee Performance (Study at PT. Semen Baturaja Indonesia)

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Abstract. The purpose of this study is to examine and explain the effect of Training, Career Development on Competency and Employee Performance. This research is explanatory or confirmatory which provides a causal explanation or influence between variables through hypothesis testing. Data analysis method uses Partial Least Square. Research findings show that training has a significant effect on competencies and employee performance. Career development has a significant effect on competencies and employee performance. Competencies affects employee performance

Keywords: Training, Career Development, Competencies, Employee Performance

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I. INTRODUCTION

Companies really need competent and quality human resources, especially in the current era of globalization, because in the business world many are faced with increasingly high competition. This of course will add challenges and obstacles for businesspeople who are demanded not only to survive, but also to develop, therefore all elements of a company's organization must be truly superior and reliable. To improve the quality of human resources, the company must provide education and training for employees.

To answer the needs of Human Resources who have competencies, training and development needs to be done. Training and development can be defined as the planned effort of the organization to increase knowledge, skills and abilities. Training and development are the same two concepts, namely to increase knowledge, skills and abilities. But when viewed from the target, training is more focused on increasing the ability to do specific work at the moment, and development is more focused on increasing knowledge to do work in the future carried out through an integrated approach with other activities to change work behavior

Dessler (2004) states that training is a series of activities designed to teach the skills needed by new employees and existing employees, in accordance with the necessity to carry out the work. Meanwhile, existing employees also need to learn and be trained in order to improve poor performance, learn new knowledge and technology and skills, as well as to adjust to organizational development and new organizational policies.

Wijayanto (2012) explained that the training program is a process designed to maintain or improve current job performance, while the development program is a process designed to develop the competencies needed for future work activities

Human resource training aims to improve the professional quality and skills of employees in carrying out their duties and functions optimally. By increasing employee skills through training it is intended that every effort is made to increase the work skills of each employee so that in carrying out their duties it can be more efficient and productive. Employee training needs to be planned and ongoing.

Simamora (2002) explains that training is a series of activities designed to improve one's skills, knowledge, experience or changing attitudes. The training is expected to have good employee skills so that employees will have increased work productivity and the company can produce quality products

Empirical studies conducted by Nugroho (2014) show that training and employees encourage the achievement of employee competencies according to needs, which will provide the best performance for the company. Manna, Singh & Sharma (2016) in their research found evidence that training influences employee competency, employee training can reduce the gap in managerial competencies and personnel competencies in the company. Some researchers also find evidence that training influences employee performance such as research conducted by Khan (2012) who found evidence that training has a positive effect on employee performance. Organizations that have good training plans can improve employee performance. All organizations that want to improve employee performance must focus on training because training can motivate employees to

achieve higher levels of performance. Furthermore Haluk et.al (2016) and Tanjung et. al (2018) also found empirical evidence that training had a significant effect on employee performance

The company will always make various efforts to develop the company. In developing a company, of course it is needed a good handling of Human Resources. So that if the performance of Human Resources is good it will reflect good company performance. The formation of good Human Resources is influenced by employee career development. The company must provide clear career development to all employees.

Career Development is a plan about the possibilities for an employee and a member of an organization as an individual to undergo the process of promotion and position in accordance with their requirements and abilities. Career development should not be concentrated solely on promotion opportunities, if indeed in the current work environment these opportunities are very limited.

Career development aims to produce human resources that are reliable and have competencies that are appropriate to the needs of the organization. The goal of career development in the end is to create employees who have good performance by increasing the ability to perform better. If the performance of the previous employee / employee is positive, the career development provided aims to further enhance the employee's performance. Whereas if the previous performance is negative, then the goal of career development is to improve it to be good and positive. With career development by means of education and training, promotion and rotation assignments can improve employee performance marked by good work performance, increased work discipline, timeliness, optimal attendance, and good employee relations.

Charity's research (2015) about the Effect of Training and Career Development on Employee Performance: A Case of Kcb Branches in the North Rift Region, Kenya found evidence that training and career development greatly affect employee performance. Furthermore Winda et.al (2017) conducted research on the Impact of Compensation and Career Development on Job Satisfaction and Employees Performance. The results of the study stated that Career Development has a significant effect on employee performance. Research by Akkermans et. Al (2015) shows that Career Skills development programs can improve six career competencies (reflection of motivation, reflection on quality, networking, self-profit, work exploration, and career control), independence, resistance to setback, related to career behavior, perception of worthiness work, and work involvement.

Human Resources who have competencies, can help companies achieve excellence in competing in achieving goals and facing competition. This is also because employees are able to achieve high performance. Performance is a measure of the success of work from the workforce and the organization, which will be able to determine the viability of a business. To achieve the expected performance every employee must have reliable competencies. Competencies of employees can come from two things. First the competencies that comes from within the employee concerned. Because God gives humans different abilities for each individual, each employee has certain skills that other employees do not have. Both competencies are derived from work education or training. Training must increase awareness of the company's values to employees.

According to Spencer (2007) to achieve high performance, both for technicians and professionals, salespeople, helping and human service, managers and entrepreneurs needed competencies that include achievement and action competencies, serving competencies, leadership competencies, managing competencies, thinking competencies and personality competencies effective.

Martini et al's results (2018) show that employee competencies has a positive and significant effect on employee performance. Mahmood et. al (2018) also found evidence that employee competencies has a significant effect on employee performance

Referring to some previous research results and existing theories, this study seeks to develop a more representative model of each variable identified as a variable that has an influence on Employee Performance. Furthermore, the research aims to test and explain the effect of Training, Career Development on Competency and Employee Performance at PT. Semen Baturaja Indonesia

II. LITERATURE REVIEW

2.1 Training

Training is one of the efforts undertaken by companies or organizations to obtain superior human resources and workers who have high productivity, and as an organizational commitment to change to be more competitive in their business. Hasibuan (2002) states that training is a short-term educational process using systematic and organized procedures, so operational employees learn knowledge of workmanship techniques and expertise for specific purposes. Education and training are the same as development, which is a process of increasing work skills both technical and managerial. Education is theoretically oriented, is conducted in class and lasts a long time, while training is practically oriented, carried out in the field and lasts briefly..

Furthermore Moekijat (2003) also states that "training is an educational part that involves the learning process to acquire and improve skills outside the applicable education system, in a relatively short time and with methods that prioritize practice over theory. Training is a process to improve employee competencies and can

train the abilities, skills, expertise and knowledge of employees to carry out work effectively and efficiently to achieve goals in a company

This study uses Job Training with Indicators of Training Material, Training Time, Training Methods and Instructor Quality (Moekijat 2003)

2.2 Career Development

Career development is basically oriented towards the development of the company in responding to business challenges in the future. Without having competitive employees a company will experience a setback and will eventually be left out due to its inability to face competitors. Such conditions require companies to conduct career coaching for employees, which must be done in a planned and ongoing manner. Mondy (2008) states that career development is a formal approach used by organizations to ensure that people with the right qualifications, competencies and experience are available if needed. Formal career development plays an important role in maintaining a workforce that is motivated and committed to work that ultimately creates high performance..

For an individual career development is a lifelong process to be ready to be chosen, make choices, and continuously make choices from a variety of jobs in society, career development is also determined by the dynamic interaction between individuals, contextual, mediating, environment and output factors (out put) (Szymanski and Trevino, 1996). As career changes and job transitions become more frequent, individuals will react to the job and will expect careers to develop over time (Hall & Chandler, 2005)

The desire to always develop in employees in a company, will automatically affect the effectiveness and efficiency of the company itself, but also the responsibility of a company. For this reason, a career planning and development program is needed. From a career standpoint, an organization should not be seen as a place to hire someone, but should be seen as a place that facilitates one's career. With such a view, one's career does not depend on the will of the organization, but rather depends on the desires of employees. This does not mean that the organization does not get what it wants, but rather the organization will get two things at once namely talent that is adjusted to its interests and the organization will get employees with high performance. In this study Career Development is measured using work performance, exposure, quitting requests, loyalty to the organization, mentors and sponsors and opportunities for growth (Samsudin, 2006)

2.3 Competencies.

Spencer (2007) states that a person's competencies becomes an individual's basic characteristics associated with effective and / or superior performance criteria. Competencies in addition to determining a person's behavior and performance also determines whether a person performs his job well based on predetermined criteria standards.

Competencies can be interpreted as behaviors shown by those who have perfect performance, are more consistent and effective, compared to those who have average performance. Sedarmayanti (2007) states that by evaluating one's competencies, we will be able to predict the person's performance. Competencies can be used as the main criteria for determining one's work. For example, for professional, managerial or senior manager functions. Employees who are placed in these tasks will know what competencies are needed, and what methods must be taken to achieve promotion to the next level of position. The company itself will only promote employees who meet the competencies needed and required by the company.

According to Spencer (2007) to achieve high performance, both for technicians and professionals, salespeople, helping and human service, managers and entrepreneurs needed competencies that include achievement and action competencies, serving competencies, leadership competencies, managing competencies, thinking competencies and personality competencies effective.

Competencies is measured using five dimensions, Achievement Competency, Lead Competency, Managing Competencies, Thinking Competencies and Effective Personality Competencies (Spencer, 2007)

2.4 Employee Performance.

Employee Performance is the result of work achieved by employees in carrying out their duties in accordance with the responsibilities given to them in an effort to achieve company goals. Performance according to Rivai (2005) is the result or level of overall success of a person during a certain period in carrying out the task compared with various possibilities, such as work standards, targets or targets or criteria that have been determined in advance and have been agreed upon

Furthermore, Sedarmayanti (2007) argues that performance is the work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities in an effort to achieve the objectives of the organization concerned legally, not violating the law and in accordance with morale and ethics.

Performance in this case is to discuss work results that have been proven by an employee in accordance with their duties and responsibilities, so that results will be seen that have been proven. Today's business organizations compete fiercely in the era of globalization, whereas in modern organizations many organizational experts say that human resources are important assets in organizations that are basically expected to provide performance for the organization in achieving the goals of the organization..

Many methods are used in measuring employee performance, because employee performance is common to most jobs. Performance can be measured through the quantity of results, the quality of the results, the timeliness of the results, the presence, the ability to cooperate (Mathis and Jackson, 2006).

Employee Performance in this study is measured by the quantity of results, the quality of results, the timeliness of results, and the ability to cooperate (Mathis and Jackson, 2006).

2.5 Framework Thinking

Companies are required to develop their functions in the face of an increasingly competitive atmosphere of human resources, so the role of the human resources department will be increasingly felt in assisting the leaders of organizational lines to improve and develop the quality of these human resources. Thus, all activities of the human resources department are able to assist the organization in achieving its objectives. Things like this, changes can also occur in all fields in the department / company in the future. Rapid changes in the organizational structure, remuneration system, use of resource management are used will be able to strengthen the prediction of the internal environment of competing agencies / companies, so that a company / agency competes to improve the quality of its human resources

According Siagian (2006) the question that must be faced by organizations is no longer whether to invest in the development of human resources they have, but rather how much investment should be made. From this question shows that the development of human resources is absolutely necessary for organizations that continue to grow in line with developments in society.

One of the instruments in the development and quality of human resources is through education, training which is still a challenge and an obstacle to changing the performance of workers. In addition, it can strengthen morale, increase knowledge, expertise and skills to form the personality of professional employees as early as possible.

Therefore, education, training will be able to develop the ability of employees to handle their work at the time but also can do jobs in accordance with their abilities in the future. Means the problem of education, training is an investment in employees themselves who will be ready to use. Thus education, training is an important way to improve the quality of work done in the company.

Every company must always make various efforts to develop the company. In developing a company, of course it is needed a good handling of Human Resources. So that if the performance of Human Resources is good it will reflect good company performance. The formation of good human resources is influenced by the career path of the employees. The company must provide clear career paths for all employees

Career development is a plan about the possibilities for an employee and a member of an organization as an individual to pursue the process of promotion and position in accordance with job requirements and abilities. Career paths should not be concentrated solely on opportunities for promotion, if indeed in the current work environment these opportunities are very limited

Good career development can improve professionalism and performance so that higher positions can be promoted. Higher positions will certainly affect competencies, with better competencies will have a positive impact on performance, because in career paths there are several important indicators that can affect motivation at work. Employees can have high performance if they are in three circumstances: first, the work to be carried out is able to be carried out well, secondly, the effort carried out produces the expected results, and third, there are interesting results for him.

Based on the description above, it can be described the conceptual model in this study as shown in the figure:1.

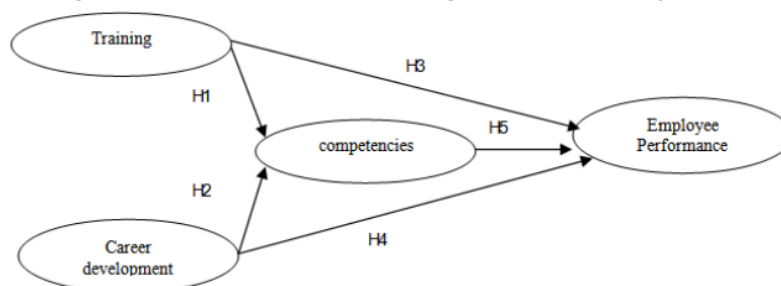


Figure 1 – Framework of Thinking

2.6 Hypothesis.

Based on the framework, the hypothesis is as follows:

H1: Training has a significant effect on Competencies

H2: Career Development has a significant effect on Competencies

H3: Training has a significant effect on employee performance

H4: Career Development has a significant effect on Employee Performance

H5: Competencies has a significant effect on employee performance

Table 1 Hypotheses and Previous Research References

H	Hypotheses	Referensi
H1	Training has a significant effect on Competencies	Dessler (2004) , Nugroho (2014), Manna, Singh & Sharma (2016)
H2	Career Development has a significant effect on Competencies	Akkermans et. al. (2015)
H3	Training has a significant effect on employee performance	Hasibuan (2002),Khan (2012), Haluk et.al (2016) , Tanjung et. al (2018)
H4	Career Development has a significant effect on Employee Performance	Charity (2015), Winda et.al (2017),
H5	Competencies has a significant effect on employee performance	Spencer (2007), Martini et. al (2018)

III. RESEARCH METHODS

This study uses a quantitative approach to the type of research explanatory research with the purpose of explanation (explanatory or confirmatory) which provides causal explanation or influence between variables through hypothesis testing.

The sample in this study were employees of the Production Section at PT. Semen Baturaja Indonesia, amounting to 200 employees. The sampling technique uses Stratified Random Sampling based on each sub-section namely 10 sub-sections in the Production Section

Dependent variable measurement. Employee Performance is a result of work achieved or obtained by employees in an organization based on certain measures of the implementation of a task within a certain period of time. Employee Performance Variables are measured using indicators as follows:

Table 2. Measurement of *Employee Performance*

N o	Variable	Indicator	Measurement
1	Employee Performance	quality of output	1. Doing work with high accuracy 2. Able to complete work with Company Operational Standards
		Quantity of output, timeliness of output	3. Able to achieve work targets 4. able to exceed the target work 5. Using time optimally at work 6. Complete the work according to schedule
		Team Work	7. Able to adjust to coworkers 8. Able to adjust to the leader

Variabel independen diukur dan disajikan pada Tabel 3, di bawah ini:

Table 3. Measurement of Independent Variables

No	Variable	Indicator	Measurement
1	Training	Training materials	1. Training materials are easy to understand 2. Training materials according to participants' needs
		Training time	1. Enough training time 2. Training is carried out continuously
		Training method	1. The training method is easy to understand 2. Training methods according to the job
		Instructor quality	1. The instructor's ability to explain training material 2. The instructor has competencies and skills
2	Career	Work Performance	1. Fairness in career assessment

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No	Variable	Indicator	Measurement
3	Competencies	Developmnet	2. Job performance as a reference for career development
		Exposure	3. The factor of employee recognition by superiors
			4. The division of work according to ability
		Organizational Loyalty	5. Consider work tenure
			6. loyalty or devotion
		Opportunity to develop	7. Capacity building
			8. Opportunity to attend training
		career planning	9. Provision of information
		Information	10. Information on job requirements
		Career counseling	11. Motivation
			12. Direction in career development
		Achievement Competency	1. Achievement Orinetation
3	Competencies		2. Concern for Order
			3. Initiative
			4. Information seeking
		Leadership competencies	1. Impact and influencing
			2. Relationship Building
		Managing competencies	1. Organization Awareennes
			2. Directievenes
			3. Team Work and Coorporate
		Thinking competencies	1. Analytical Thinking
			2. Conceptual Thinking
			3. Technical/Professional/Managerial
		Effective personality competencies	1. Self control
3	Competencies		2. Self confidence
			3. Flexibility
			4. Organizational Commitment

Data analysis uses the Partial Least Square method with the following steps (Solimun, 2013):

- Designing Structural Models
- Designing a Measurement Model
- Constructing a Path diagram

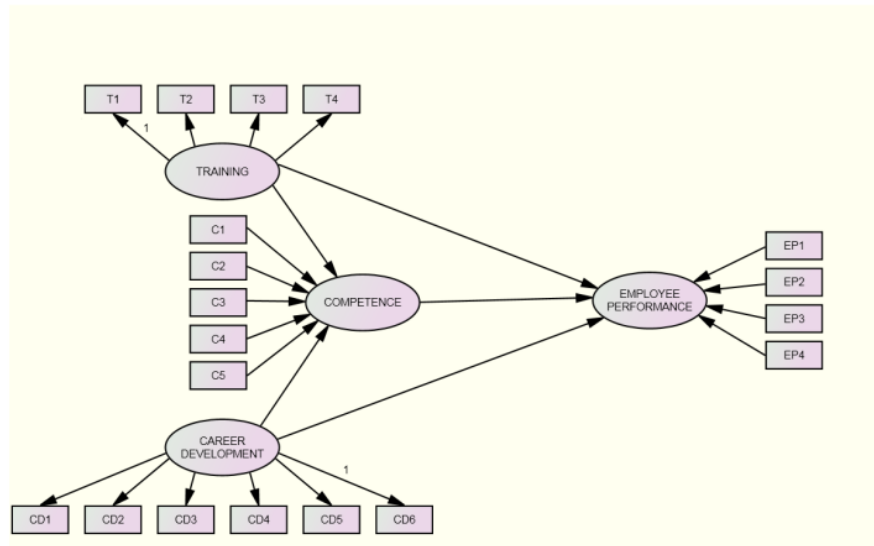


Figure 2. Research Analysis Model

Description:

T1 : Training materials	CD1 : Work Performance	C1 : Achievement	EP1 : quality of output
T2 : Training time	CD2 : <i>Exposure</i>	Competency	EP2 : Quantity of output
T3 : Training method	CD3 : Organizational Loyalty	C2 : Leadership competencies	EP3 : timeliness of output
T4 : Instructor quality	CD4 : Opportunity to develop	C3 : Managing competencies	EP4 : Team Work
	CD5 : career planning Information	C4 : Thinking competencies	
	CD6 : Career counseling	C5 : Effective personality competencies	

IV. RESULTS AND DISCUSSION

The test results using WarpPLS by looking at the R-Square value for each endogenous latent construct as the predictive power of the structural model. Changes in the value of R-Square can be used to explain the effect of certain exogenous latent constructs on whether endogenous constructs have substantive effects. The following is the output of R-Square using WarpPLS.

Table 4. R-Square	
R Square	
Employee Performance	0.863
Competencies	0.768

The results of the analysis obtained R-square value of employee performance of 0.863, this means that the contribution of Training, Career Development and Competencies to Employee Performance by 86.3%, the remaining 3.7% is influenced by other factors. R-square value of Competencies is 0.768 which means the contribution of Training and Career Development to Competencies is 76.8%, the remaining 23.2% is influenced by other factors

Testing the hypothesis in the WarpPLS analysis using the t test. The rules of the hypothesis testing decision using the resampling method and carried out by t-test. Hypothesis testing decision making is done as follows, if p-value ≤ 0.10 (alpha 10%) is obtained, it is said weakly significant, if p-value ≤ 0.05 (alpha 5%), it is said to be significant and if p-value ≤ 0.01 (alpha 1%) it is said to be highly significant

Table 5. Results of Hypothesis Testing Analysis

Effect Testing					
No	Relationship between Variables (Explanatory variable → Response variable)		Path Coefficient	p-value	explanation
1	Training	Competencies	0.733	<0.001 ***	highly significant
2	Career Developmnet	Competencies	0.636	<0.001 ***	highly significant
3	Training	Employee Performance	0.138	0.032 **	significant
4	Career Developmnet	Employee Performance	0.236	<0.001 ***	highly significant
5	Competencies	Employee Performance	0.202	0.004 ***	highly significant

Description: *** = Significant at $\alpha = 0.01$ (highly significant); ** = Significant at $\alpha = 0.05$ (significant); * = Significant at $\alpha = 0.10$ (weakly significant);

Hypothesis analysis results:

1. H1: Training has a significant effect on Competencies

The Effect of Training on Competencies produces a path coefficient of 0.733 with a p-value <0.001. This influence is very statistically significant with a positive sign which means that increasing training will increase competencies

2. H2: Career Development has a significant effect on Competencies

The Effect of Career Development on Competencies produces a path coefficient of 0.636 with a p-value <0.001. This influence is very statistically significant with a positive sign which means that increasing Career Development will increase Competency

3. H3: Training has a significant effect on employee performance

The Effect of Training on Employee Performance produces a path coefficient of 0.138 with p-value = 0.032. This effect is statistically significant with a positive sign which means that increasing training will improve employee performance

4. H4: Career Development has a significant effect on Employee Performance

The Effect of Career Development on employee performance produces a path coefficient of 0.236 with a p-value <0.001. This influence is very statistically significant with a positive sign which means that increasing Career Development will improve employee performance

5. H5: Competencies has a significant effect on employee performance

Effect of Competencies on employee performance produces a path coefficient of 0.202 with a p-value <0.001. This influence is very statistically significant with a positive sign which means that increasing competition will improve employee performance

4.1 The Effect of Training on Competencies.

Training Variables have a significant effect on Competencies. This finding is consistent with the hypothesis prediction (H1) which predicts that training has a significant effect on competencies. The meaning of this finding shows that empirically training is always or is a determining factor in its effect on Employee Competency at PT. Semen Baturaja. This finding also indicates that Employee Competencies at PT. Semen Baturaja is always determined by the training variables consisting of training materials, training time, training methods and instructor quality

The direction of the training path coefficient is positive and significant in accordance with the results of research Manna, Singh & Sharma (2016) which shows evidence that training influences employee competency, employee training can reduce the gap in managerial competencies and competencies of personnel in the company.

Research findings indicate that the training program influences employee competency. The training program is one of the company's strategies to improve the quality of the competencies of its employees. Through this systematic activity, employees are encouraged to be able to improve their knowledge, skills, attitudes and behavior to actively and positively contribute to achieving every goal and goal to be achieved by the company where they work. As a process, the training program is intended to equip an individual or employee to obtain competencies that are suitable for their work, both now and for the future, through the process of acquisition and development of skills that are in accordance with knowledge and attitudes to contribute efficiently and productively. Furthermore Armstrong (2009) states that the training program is also intended to improve the quality of work life of employees and organizational development, where in addition to providing knowledge and skills to employees, this program is also intended to make their work satisfying.

4.2 The Effect of Career Development on Competencies.

Career Development Variables have a significant effect on Competencies. This finding is consistent with the hypothesis prediction (H2) which predicts that Career Development has a significant effect on Competencies. The meaning of this finding shows that Empirical Career Development is always or is a determining factor in its effect on Employee Competencies at PT. Semen Baturaja. This finding also indicates that Employee Competencies at PT. Semen Baturaja is always determined by the Career Development variable consisting of work performance, exposure, loyalty to the organization, opportunities for growth, information about career planning and career counseling

Direction of the path coefficient Positive and significant career development is consistent with the results of research by Akkermans et. al (2015) which shows that Career Skills development programs can improve six career competencies (reflection of motivation, reflection on quality, networking, self-profit, work exploration, and career control), independence, resistance to setback, related to career behavior, perception employability, and work involvement.

The research findings show that career development influences employee competency. Career development is a normal approach that can be used by companies to be able to take care of employees in the company who have the appropriate qualifications, abilities, and experience when needed by the company. Career development can make employees more motivated to continue to develop and improve themselves. From these self-improvement employees will become more familiar with employee passion. Companies also find it easier to map employees according to their competencies.

4.3 The Effects of Training on Employee Performance.

Training Variables have a significant effect on Employee Performance. This finding is consistent with the hypothesis prediction (H3) which predicts that training has a significant effect on employee performance. The meaning of this finding shows that empirically training is always or is a determining factor in its effect on employee performance at PT. Semen Baturaja. This finding also indicates that the performance of PT. Semen Baturaja is always determined by the training variables consisting of training materials, training time, training methods and instructor quality

The direction of the training path coefficient is positive and significant in accordance with the results of Khan's study (2012) which found evidence that training has a positive effect on employee performance. organizations that have good training plans can improve employee performance All organizations that want to improve employee performance must focus on training because training can motivate employees to achieve higher levels of performance.

The research findings show that training has an effect on employee performance. Training is a short-term educational process that uses systematic and organized procedures, where employees learn knowledge and skills in limited goals. With the implementation of appropriate training and achieving the objectives will be able to improve the skills and expertise of employees. Training can serve as a means to better activate employees by increasing skills and knowledge and increasing employee confidence

Furthermore Cushway (2001) states that training aims to develop individual skills and abilities to improve performance, familiarize employees with new systems, procedures and work methods, and help employees and newcomers become accustomed to certain job requirements and organizational requirements.

If in a company or organization where most of its employees or employees have high skills or knowledge, knowledge and experience, the employee's performance will be good. To realize this, it is necessary to increase the knowledge and skills of employees through appropriate and planned training programs. As a result their performance can be felt directly, so as to create good quality and quantity of work. With job training, employee performance will improve as well, because in training employees are taught how to deal with developments in the technology world and in training employees are also taught how to deal with global competition.

4.4 The Effects of Career Development on Employee Performance.

Career Development Variables have a significant effect on Employee Performance. This finding is consistent with the hypothesis prediction (H4) which predicts that Career Development has a significant effect on Employee Performance. The meaning of this finding shows that empirically Career Development is always or is a determining factor in its effect on Employee Performance at PT. Semen Baturaja. This finding also indicates that Employee Performance at PT. Semen Baturaja is always determined by the Career Development variable consisting of work performance, exposure, loyalty to the organization, opportunities for growth, information about career planning and career counseling

The direction of the training path coefficient is positive and significant in accordance with the results of the study of Charity (2015) which found evidence that career development greatly affects employee performance. Furthermore Winda et al (2017) states that Career Development has a significant effect on employee performance

Research findings show that career development influences employee performance. Career development in a company has an effect on the Intention to Leave workers. Workers do not want as long as they work only to stay in that position - that's all, workers will want to occupy higher positions over time. Workers will survive in companies that provide great opportunities in career paths while the desire to move will increase if the chances of career paths in a company are low. To encourage workers to be loyal to the company, there must be an appropriate reciprocity from the company, workers provide good performance for the company's progress.

Furthermore Moekijat (2003) states that career is a series of attitudes and behaviors that are seen individually related to work experiences and activities during one's life ". Here it can be seen that the career development of employees is more directed to fostering performance when viewed from his personality that is so that there is progress and obtaining the possibility of improvement, but it can also be viewed from the interests of the service that is to be able to carry out their duties and obligations effectively

4.5 The Effect of Competencies on Employee Performance.

The Competency variable has a significant effect on Employee Performance. This finding is in accordance with the hypothesis prediction (H5) which predicts that Competencies has a significant effect on Employee Performance. The meaning of this finding shows that empirically competencies is always or is a determining factor of its effect on Employee Performance at PT. Semen Baturaja. This finding also indicates that Employee Performance at PT. Semen Baturaja is always determined by the Competency variables which

consist of Achievement Competencies, Leadership Competencies, Managing Competencies, Thinking Competencies and effective Personality Competencies

The direction of the training path coefficient is positive and significant in accordance with the results of research by Martini et al. (2018) which shows that employee competency has a significant positive effect on employee performance. Furthermore, Mahmood et. al (2018) also found evidence that employee competencies have a significant effect on employee performance.

The research findings show that competencies influences employee performance. Competencies is the ability to master the skills / expertise in a particular field, so that the workforce and work properly, quickly organized and responsible. In every type of work there must be a Job qualification that states about the ability of someone who can hold the position and will be expected to work well in terms of ability. Ability is important to be able to complete a job in addition to motivation and opportunity. If a worker does not have the ability to even get the opportunity and is supported by high motivation, it will certainly be difficult to complete the work with standardized quality, quantity and time.

Furthermore Robbins and Judge (2008) states that the ability to refer to an individual's capacity to do various tasks in a job. Basically, abilities can be divided into two broad groups, namely intellectual abilities and physical abilities. According to Mangkunegara (2008) psychologically, employees' abilities consist of potential abilities (IQ) and reality abilities (knowledge + skills). That is, employees who have an average IQ (IQ 110-120) with adequate education for their positions and skilled in doing daily work, then he will more easily achieve the expected performance

V. CONCLUSIONS AND RECOMMENDATIONS

Training as measured by training material, training time, training methods and instructor quality has a significant effect on employee competency and performance. This finding is in line with the opinion of Simamora (2002) which states that training is a series of activities designed to improve expertise, knowledge, experience or changes in attitudes of people who are expected to have good skills so that employees will have increased work productivity.

Career development as measured by work performance, exposure, organizational loyalty, opportunities for growth, information about career planning and career counseling have a significant effect on employee competency and performance. This finding is in line with the opinion of Mondy (2008) stating that career development as a formal approach used by organizations to ensure that employees have the right qualifications, competencies and experience play an important role in keeping employees committed to work which ultimately creates high performance.

Competencies as measured by Achievement Competencies, Lead Competencies, Managing Competencies, Thinking Competencies and Effective Personality Competencies have a significant effect on Employee Performance. This finding is in line with the opinion of Spencer (2007) which states that to achieve high performance, both for technicians and professionals, salespeople, helping and human service, managers and entrepreneurs, competencies are needed which include achievement and action competencies, service competencies, leadership competencies, competencies managing, competencies of thinking and effective personality competencies.

The results of this study indicate that the Training and Career Development variable has a significant influence on Competency and Employee Performance. Based on the results of this study, suggestions can be given to PT. Semen Baturaja is to pay attention to training policies, especially for the implementation of training time should be properly adjusted to the activities and activities of the employees, so that all employees can better comprehend the training material delivered and the training schedule does not conflict with the task assignment activities. Related to development, it should be based on two things, namely seniority and employee ability

Recommendations for future research development related to the substance of the study are (1) adding other variables that affect competencies and employee performance in the research model so that it will produce a more comprehensive research model, and (3) confirm the results of this study in the future. will come

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